



# Departmental Business Plan and Outlook

**Miami-Dade Community Action Agency**

**Fiscal Years:  
2005-2006  
&  
2006-2007**

Plan Date: November 28, 2005

Approved by:

  
\_\_\_\_\_  
Department Director

  
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## EXECUTIVE SUMMARY

*The Miami-Dade County Community Action Agency is a major social services organization under the auspices of Miami-Dade County government. The Community Action Agency, which is commonly referred to as CAA, was established through the enactment of the Economic Opportunity Act of 1965, as a part of a national strategy designed to eradicate poverty in America ("War On Poverty"). The Department receives its funding from Federal and State grants and general revenue funding from the County.*

*As a recipient of Community Services Block Grant funding, the agency is required to have a Community Action Board. That Board represents the Board of County Commissioners, and provides a tripartite structure (which consists of 1/3 elected officials, 1/3 representatives from low income communities and 1/3 from private community based organizations). The structure ensures that policies and issues impacting economically disadvantaged families and communities are adequately addressed and ensures the involvement of low-income people in the planning, administering and evaluation of CAA programs.*

*The Department's mission is "To empower economically disadvantaged families and communities to achieve self-sufficiency." The mission is carried out through a variety of mechanisms including County-wide assessments of needs and strengths, comprehensive anti-poverty plans and strategies, provision of direct services, mobilization of resources, advocacy on behalf of low income people and the utilization of partnerships with other community based organizations to eliminate poverty.*

*CAA provides comprehensive social services to a client base inclusive of a population ranging from birth to persons in retirement. The Department administers Head Start/Early Head Start programs, self-sufficiency initiatives, computer training and employment services, meals for the elderly and congregate activities for seniors, energy conservation initiatives, residential home repair programs, hazard mitigation programs, citizen participation activities, advocacy and leadership training initiatives and employment training and educational/vocational services for young adults.*

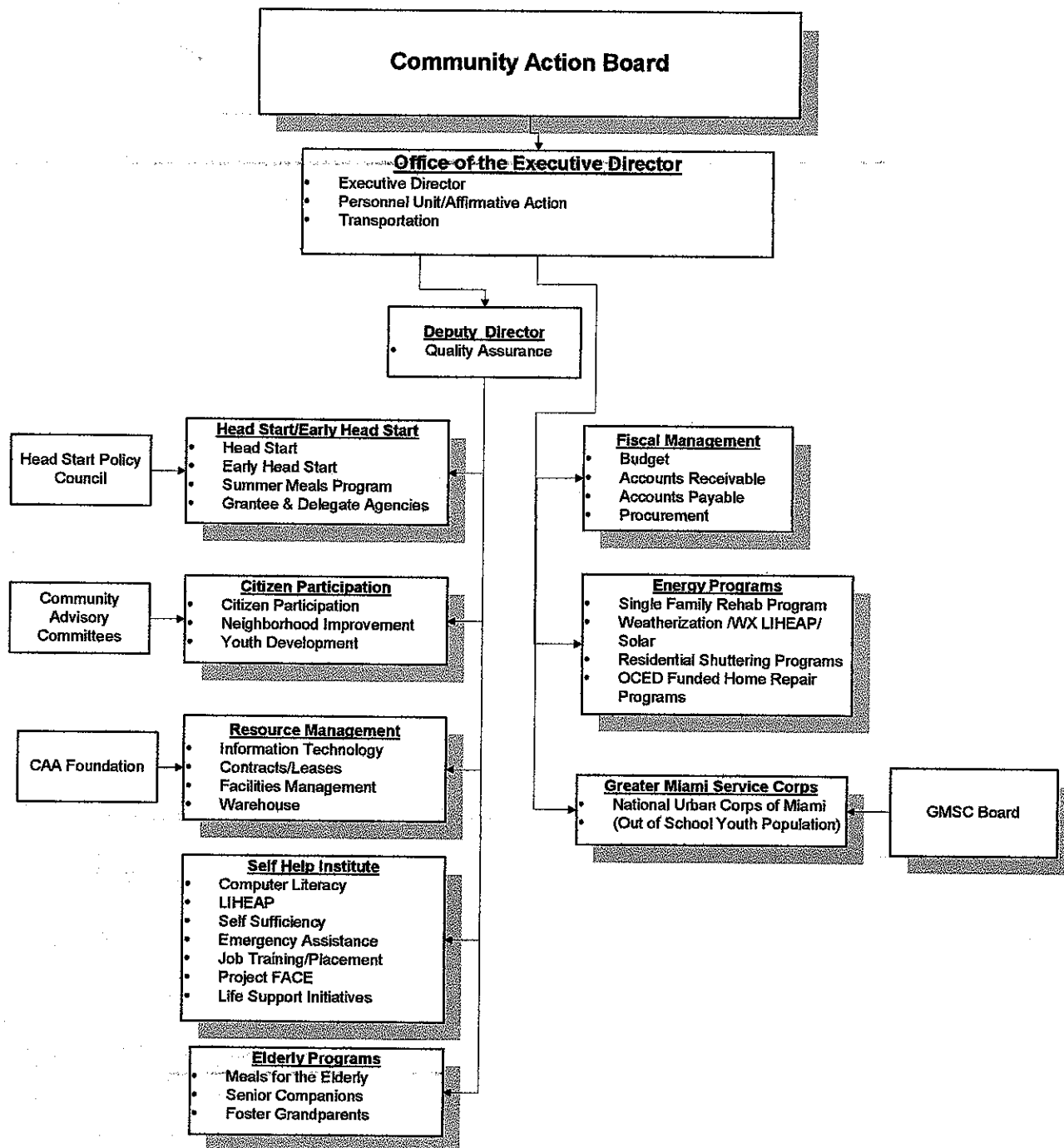
# Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2005/2006 – 2006/2007

Insert high level table of organization here with titles and relationships of major responsibility areas.

(Please See Attachment A)



**Insert summary of major programs, initiatives or milestones to be achieved in the current and next fiscal year.**

*Major initiatives and milestones that the department expects to achieve include the following:*

- *Involvement of approximately 34,000 low-income families, children, young adults and the elderly in activities that will improve and enhance their quality of life through its early childhood education, self-sufficiency, citizen participation, employment, training and Senior program activities*
- *Expansion of services in the areas of hazard mitigation and energy efficiency programs.*
- *Implementation of initiatives involving the installation of hurricane shutters on the homes of the disabled as well as the installation of Solar Water Heating Systems under funding provided by the Board of County Commissioners.*
- *Provision of early childhood education and preschool services to 6,528 children and families.*
- *Participation in the state of Florida's Voluntary Pre-Kindergarten Program (VPK).*

## **INTRODUCTION**

### **Department Purpose/Mission Statement**

*As a comprehensive social services department, CAA's purpose is to reduce poverty and to assist low-income families and communities in becoming self-sufficient.*

*The mission of the Miami-Dade Community Action Agency is to "Empower economically disadvantaged families and communities through advocacy, education, resource mobilization and service delivery."*

## Department Description

*The Community Action Agency has eight (8) principal divisions. Those divisions represent a comprehensive continuum of care and service for low-income families and communities. The six (6) direct services divisions include: Head Start/Early Head Start; Self-Help; Senior Programs; Energy Programs; Citizen Participation and the Greater Miami Service Corps. Significant administrative support is provided by the Fiscal Management and Resource Management divisions.*

*CAA provides comprehensive early childhood educational services to approximately 6,528 young children in Miami-Dade County. Children receive intensive services designed to enhance their cognitive, social, emotional, intellectual and physical growth and development. Parents are strongly encouraged to be actively involved in the educational process with their children. These services represent the largest Head Start program in the southeastern United States and are among the most successful child development programs in the country.*

*The Department implements major self-sufficiency/family development initiatives to support low-income persons in becoming economically independent. Persons engaged in the initiatives receive structured employment placement assistance, computer training, job retention assistance, guidance in becoming a homeowner, support in fulfillment of their roles as parents and training that enhances their capacity to become self-sufficient. The Department also provides academic assistance and support to children and direct assistance to Grandparents Raising their Grandchildren. These interventions provide low-income persons with the tools, resources and experiences necessary to achieve self-sufficiency.*

*In alignment with the County's quest to promote independent living through early intervention and support services among the Elderly population in Miami-Dade, the Department provides elderly persons in the community with nutritious meals through its Meals On Wheels program and also through its center-based Senior program activities. Seniors are provided with the opportunity to engage in structured congregate activities at various neighborhood community centers. Involvement and participation in these activities enable the Seniors to have an improved level of social functioning, self-sufficiency and independent living status. In addition, the Department provides volunteer opportunities for low-income Seniors to remain active in the community while providing companionship and respite care services to frail, disabled Seniors and tutoring for at-risk children.*

*To improve urban and residential areas in the County, the Department implements direct energy conservation, housing rehabilitation, paint distribution, neighborhood cleanup campaigns, graffiti abatement, slum and blight removal initiatives. Weatherization services are also provided to low-income homeowners in the community. The Department is also involved in the community collaborative project entitled Project Impact. Through this initiative, hazard mitigation programs including the storm shutter installation project, are implemented throughout the County.*

*As a primary conduit between low-income citizens and County Government, the*

*Department administers initiatives that support citizen training and leadership development, community empowerment, advocacy and neighborhood involvement in targeted communities. These initiatives serve as an enabling strategy for assisting citizens in assuming a greater stake in their communities.*

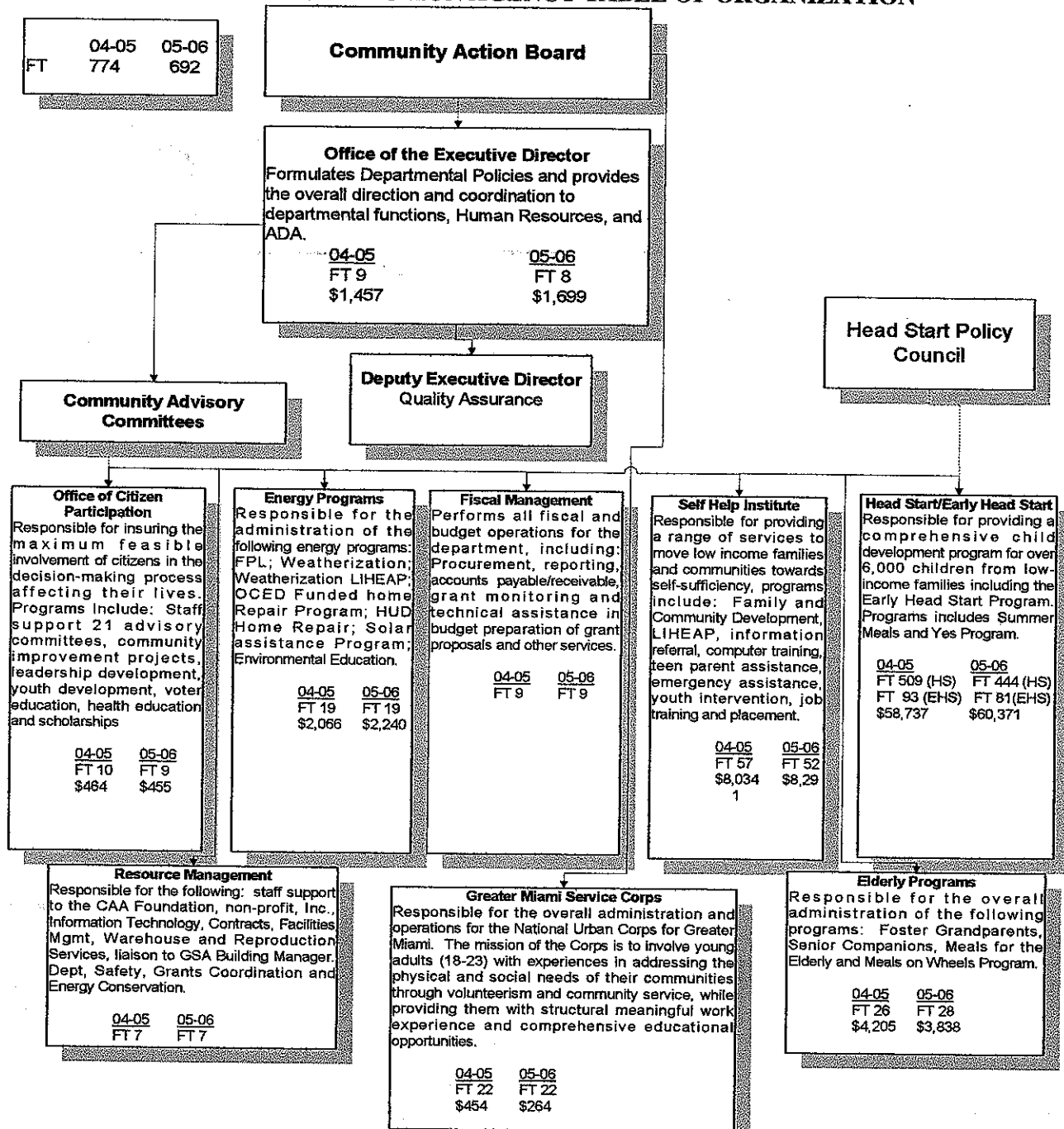
*The Department also supports the promotion of independent living for young adults through structured education, training and service learning experiences. Young adults between the ages of 18-23 are engaged in training, employment and educational services that foster independence. Clients develop a work ethic that will serve to sustain them as they graduate from the Department's training program initiatives. Services are provided to 200 young adults each year.*

## **Organization and Staffing Issues**

**Insert functional table of organization here showing reporting relationships; brief, bulleted descriptions of the major programs/functions performed by each area; as well as staffing and expenditures for the prior and current year for each year.**

**(Please See Attachment B)**

**COMMUNITY ACTION AGENCY TABLE OF ORGANIZATION**



**Departmental Business Plan and Outlook****Department Name:****Fiscal Years: 2005/2006 – 2006/2007**

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*The department staffing levels decreased from the prior year to compensate for increased use of Head Start Delegate Agencies. The increase in the usage of Delegate Agencies will continue to assist the Department in maintaining the federal funding level of slots for Head Start/Early Head Start children, with no impact to the Department's performance levels.*

**Staffing Levels (Optional, if total is included on previous T.O. Chart)**

Administration	25	24
Transportation	13	13
Head Start	509	444
Early Head Start	93	81
Self Help	57	52
Elderly Program	26	28
Energy Program	19	19
Greater Miami Service Corp	22	22
Citizen Participation	10	9
Total	774	692

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**Fiscal Environment****Revenues and Expenditures by Fund**

(All Dollars in Thousands)

	Prior Fiscal Year 05 Actual	Current Fiscal Year 06 Budget	10/31/2005
<b>Revenues</b>			
General Fund	9,766,000	11,379,000	11,379,000
Federal/State	63,583,000	63,989,000	63,989,000
Miscellaneous	3,216,000	2,529,000	2,529,000
Carryover	0	0	0
<b>Total</b>	<b>76,565,000</b>	<b>77,897,000</b>	<b>77,897,000</b>
<b>Expense</b>			
Personnel	34,682,000	35,667,000	35,667,000
Operational	41,865,000	42,226,000	42,226,000
Capital	18,000	4,000	4,000
<b>Total</b>	<b>76,565,000</b>	<b>77,897,000</b>	<b>77,897,000</b>

**Equity in pooled cash (for proprietary funds only)**

Fund/ Subfund	Prior FY ____ Beginning Year Actual	Prior FY ____ Year- end Actual (Est.)	Current FY ____ Year-end Budget
630/631	(1,193,531)	(2,406,662)	5,457,000
630/632	(4,006,375)	(2,591,153)	72,440,000
<b>Total</b>	<b>(5,199,906)</b>	<b>(4,997,815)</b>	<b>77,897,000</b>

The equity pool cash balance reflects the delays in grant and project reimbursement cycles, which are reviewed monthly by fiscal operations and program management.

The department's budget of \$77.9 million represents a 1.7 percent increase from the prior year budget. The increase is due to additional funds from the General Fund to continue services for various programs and the U.S. Department of Health and Human Services (HHS) for the Head Start Program.

## **Business Environment**

### **Overview**

In the context of the County's Results Oriented Government (ROG) framework and the federal program management mandates regarding the implementation of the Results Oriented Management and Accountability (ROMA) management system, the Department has fully embraced and adopted both the ROMA management philosophy and the ROG approach in governing how it allocates resources, deploys staff, establishes performance measures, benchmarks its practices, assesses its results and enhances its service delivery and operational systems. This is inclusive of standardized/uniform methods of operating, cross system collaboration and coordination, standards for measuring program performance and accountability measures for fulfilling the mission and objectives of the Department.

The Department provides comprehensive social services to low-income persons in Miami-Dade County. Despite the relative affluence that surrounds much of the County, poverty continues to be a seemingly intractable problem for many persons in our community. The increased emphasis by the Federal and state government, to reduce funding for social services programs, while promoting an intensified level of commitment from local governments and greater involvement from the faith-based community does not enable many traditional social service organizations to be able to effectively leverage critical resources necessary in eliminating poverty.

The Department has a long and extensive history, dating back to the 1960's, of working in partnership with the faith-based community. Viable partnerships with the faith-based community have served to strengthen and support CAA in the attainment of program goals and objectives. While the Department has a positive relationship with the faith-based community, it recognizes that the increased trend to divert funds towards the faith-based community has the resulting effect of diminishing the resources and capacity of proven organizations that have demonstrated success in moving persons from poverty to self-sufficiency. This funding shift appears to have long-term implications and consequences for traditional social services organizations. The Department receives the majority of its funding from state and federal grants. Reductions in state and federal funding will result in a greater reliance on local funding in order to meet the needs of low-income citizens in this County. The challenge of developing new partnerships with the faith-based community may pose as an eventual financial impediment to the organization, particularly among competitors who may be opposed to working mutually with Community Action Agencies.

In 2001 all Community Action Partnerships and CSBG funded agencies were mandated to implement a comprehensive performance-based management system named ROMA - Results Oriented Management and Accountability. The ROMA model gathers data to develop a body of information used by Community Action Program managers to support their on-going management of the agency. It focuses on the outcomes resulting from agency activities including the traditional accounting of clients and units of services.

Miami-Dade CAA's Resource Management Division Information Technology Unit has created the Community Action Partnership Service Information System (CAPSIS), an integrated system that allows for accurate and efficient collection and reporting of the

agency services, goals, outcomes and indicators as well as information concerning those we serve as mandated by CSBG and other funding sources; thereby complying with ROMA standards. The development of CAPSIS will enhance the Department's ability to accomplish the business plan. CAPSIS will document services provided, outcomes obtained and allow for tracking of clients. CAPSIS will automatically provide the goals, outcomes and indicators for each service provided to a client as the case progresses. CAPSIS will also have the ability to produce a variety of specialized reports.

Implementation of CAPSIS within two (2) CAA Divisions as a testing model will commence in December 2005.

The impact of the loss in County revenue from municipalities emerging through the new wave of incorporations will continue to have implications for social services providers. Many low-income residents of those areas continue to access services from the Department. This increases the burden of providing services to citizens despite reductions in program funding. The Department's services are provided to low-income residents in all sectors of Miami-Dade County, regardless of the municipality in which they reside in. Opportunities for partnerships and contractual services with these entities will need to be explored in order to meet the continuing demands of persons who are living in poverty, and require assistance in making the successful trek to self-sufficiency.

In an effort to fully maximize the opportunity to be responsive to the needs of the citizens of this County, the Department also utilizes customer satisfaction surveys, the County's Secret Shopper program and feedback from the public in re-shaping its service delivery system, altering its approaches and in addressing the needs of residents.

### **Child Care and Social Service Privatization**

The privatization of childcare and social services represents a critical business challenge for the Department. The overall impact of the privatization movement is compounded by a reduction in the comprehensive delivery of services that these organizations are providing to low-income residents in the community. The overall benefits derived by recipients of services provided by the Department are substantially more significant than those of the private sector organizations.

### **Customer Feedback Plan**

The Department utilizes a Customer Feedback Plan in order to enhance its responsiveness in meeting the needs of citizens in the County. This includes conducting client satisfaction surveys to gauge the contentment of residents with Community Action Agency services, the usage of Secret Shopper program results and the general comments offered by citizens. Surveys will continue to be distributed to clients on a random basis throughout the fiscal year, in order to ensure that the quality of program services and standards are not diminished in any capacity. The primary focus of the surveys will center on residents who have accessed services through the Department. Information gleaned from the surveys will be used in making programmatic changes in the service delivery system, in order to effectuate enhanced program performance. The surveys will be collected, analyzed and interpreted on a consistent basis by the department. Information captured from the surveys will be shared within the Department.

The results of the County's new Scorecard system will also be scrutinized in shaping the Department's response in satisfying the needs of the public.

## **Critical Success Factors**

### **Engaging Low-income Families Successfully**

The Department readily accepts the challenge of engaging low-income persons in this community in training, education and employment initiatives that ultimately support them in moving from poverty to self-sufficiency. One of the major challenges that the Department will encounter is the successful placement of low-income citizens into jobs, in the context of a community facing an economic downturn in the business community. Meaningful employment is a critical indicator of success in achieving and maintaining self-sufficiency.

### **Child Care Placement**

The Department seeks to improve the future of Miami-Dade County's children and youth through its educational programs and services. Quality Childcare placement is an essential nexus between healthy child development, positive cognitive growth and developmental outcomes and family advancement. Parents are able to engage in work related or educational oriented activities as a result of their children being placed in a structured learning environment i.e., Head Start/Early Head Start. The Department will need to earmark additional new child development centers for construction in order to meet the growing population demands of families with young children in Miami-Dade County. In alignment with this prerogative, and the reality of baseline funding for the Head Start program, the Department will maintain a collaborative relationship with the newly formed Children's Trust as a mechanism for program funding augmentation in the future. Additional relationship with the local School Readiness Coalition will continue to be strengthened for participation in the Voluntary Pre-Kindergarten Program (VPK).

### **Housing**

Acquiring a home is a major goal for many low-income persons. Homeownership is a significant accomplishment when moving from poverty towards self-sufficiency. The Department recognizes that improved/better housing opens up new vistas and opportunities for low-income persons. Sustaining partnerships with existing entities and creating new collaborative linkages with progressive community development corporations will support the Department in its efforts to prepare persons for becoming homeowners, and hence enhance their economic capacity for becoming independent.

### **Shift In Federal Funding to State Funding**

On a National basis, there is an increase in the propensity to reshape federal funding policy by shifting some of the responsibility for funding social services programs from the Federal level to the States. This has compelled the Department to work more intensely in collaboration with the National network of Community Action Agencies across the country in advocating for low-income persons and communities.

### **Elderly Services Funding Challenges**

Services for elderly persons are oftentimes tenuous as a result of federal cutbacks and the reassignment of contracts for services to newer providers, rather than retention by existing entities. The Department recognizes the critical urgency in working proactively with other existing providers and perceived competitors in its efforts to stay ahead of the cusp of the growing privatization trend. Increased partnerships and collaborative ventures are necessary in countering this development.

### **Energy Services Challenges**

The Department is facing continuing tight County budgets and the ever increasingly difficult task of competing for reducing revenues against department's providing essential services. In addition, the expanding Federal deficit is resulting in a continued attack on the major federal programs supporting the Department's energy programs, including the Weatherization program. This year, through intensive efforts by the National Community Action Foundation (NCAF), proposed reductions were avoided; however, the future fate of some energy programs is very much up in the air.

### **At-Risk Young Adult Services Challenges**

The Department is facing a significant increase in the number of out-of-school youth who require services, while simultaneously enduring decreases in federal, state and local funding for youth employment and training programs. Florida's largest school district, Miami-Dade County, had the second lowest graduation rate at 59.9 percent. Since 1979, funding has decreased on a national level from \$15 billion to \$3 billion today (Source: Educational Testing Report February, 2005). Youth who are idle are more susceptible to becoming involved in criminal activity, domestic violence, substance abuse, out-of-wedlock pregnancy and child abuse. In order to positively affect these out-of-school youth, additional revenue sources are required to provide core education, training and job placement services. The Department recognizes this urgency and has been working diligently to increase partnerships and collaborative ventures that ultimately benefit the young adults receiving services through the Greater Miami Service Corps.

## **Future Outlook**

In alignment with the County's Health and Human Services goals related to ensuring high quality standards of care and customer service Countywide, the Department will engage in the following:

- Accelerate its efforts in providing opportunities for staff to receive training on Customer Service Excellence.
- Provide new employees to the department with opportunities to receive training as a part of the orientation program. This training is an important core area of the department's customer service enhancement initiatives. This is inclusive of a standard training curriculum related to professionalism, customer service, and cultural competence training and performance standards for staff.

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- The department recognizes that all staff can benefit from continuous improvement initiatives.
- Customer service training sessions will be expanded to meet the needs of both our staff and the citizens we serve. The expected outcome centers on customers of the Department being satisfied or very satisfied with the delivery of program services.

The Department recognizes the value added to the community in improving the future of Miami-Dade County's children and youth by administering early educational and academic support services through the following program services and activities:

- Head Start/Early Head Start services
- Family and Child Empowerment Program
- Project YES
- Foster Grandparent Program

In Ensuring universal access to timely and accurate service information and community services, the Department is fully cognizant of the impact in the lives of low-income citizens through its self-sufficiency initiatives, which engender a positive return on investment to the community. This is created through the following:

- Employment training programs
- Computer training initiatives
- Family Development activities
- Providing support to the working parents of Head Start children (85% of enrolled children's parents are employed).
- Promoting economic development and business opportunities throughout Miami-Dade County.

The Department administers program initiatives that foster independent living for Senior citizens in the community. The institutionalization rates for the Elderly are minimized as a result of the Department's ability to successfully intervene in the lives of Elderly residents through its:

- Meals programs
- Center-based programs

Improving neighborhoods and communities through program initiatives such as its Energy conservation, housing rehabilitation, paint distribution, graffiti removal and abatement and its slum and blight removal initiatives, the Department expects to continue to make an impact in the future through:

- Paint and paint distribution services
- Citizen advocacy activities
- Weatherization initiatives

In its resolve to engage in continuous improvement activities, the deliverance of excellence daily, adoption of the results oriented management and accountability philosophy and a commitment to meeting the mandates of the results oriented government system, the Department will engage in the following:

- Implement improvements in its information and technology operations as an

*essential element in measuring its overall performance.*

- *The Department will implement a universal management information system that supports our ability to expand our customer intake, program management, service delivery, information systems and program reporting capability through a network management infrastructure. The implementation of this system will enable the Department to continue to meet the challenges of better serving the citizens of this County.*

## THE PLAN

### Overview

Our FY 2005/06 – 2006-07 business plan draws heavily on previously adopted work including the Miami-Dade County Strategic Plan. Miami-Dade County's Strategic Planning initiative is both a plan and a process. The plan provides a framework at a broad Countywide level where we want to go, how we get there, and how we measure our progress along the way. The process ensures increased communications at all levels of County government using consistent terms.

- Our Countywide *Vision of "delivering excellence every day"* communicates the community's shared vision for the best possible future for Miami-Dade County government.
- Our Countywide *Mission* statement communicates the role of our government. Miami-Dade County's mission statement is *"delivering excellent public services that address our community's needs and enhance our quality of life"*.
- Our *Guiding Principles* communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed.
- Our *Strategic Themes* represent what we consider to be the most significant challenges and opportunities facing Miami-Dade County government.
- We have developed *Goals* across all County Departments. These goals provide the direction the County must move in to address the priority strategic themes and help guide us towards the desired future.
- For each goal we have defined a desired *Outcome* or set of outcomes that the County must achieve to be successful in accomplishing the goal. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).
- For each outcome(s), implementing *Strategies* summarize at a broad countywide level the actions that will be taken to achieve the outcome(s).
- *Key Performance Indicators* are the measures that express the County's intentions from the Strategic Plan. Associated *Key Performance Objectives* assign measurable targets and timelines to the key performance indicators while the *Performance Measure* is the specific unit of measure. Departments may develop *Additional Performance Objectives*.
- *Department Programs/Initiatives (may include activities and tasks)* are actions or groups of actions that will be undertaken by a particular department in a specific fiscal year in order to implement a strategy.

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As part of the County's Strategic Plan, the Board of County Commissioners endorsed nine priority strategic themes countywide. This Department is primarily supportive of the following strategic themes:

- *Ensure high quality standard of care and customer service Countywide*
- *Improve the future of Miami-Dade County's children and youth.*
- *Allocate County Government resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in underserved areas.*
- *Promote independent living through early intervention and support services.*
- *Provide adequate, quality, and affordable housing equitably throughout Miami-Dade County.*

Reinforcing these themes are supporting goals and priority outcomes that directly relate to this department. These are provided along with the Department's Programs, Initiatives, and Performance Measures for fiscal year 2006.

### Department-related Strategic Plan Goals:

- *HH2: Ensure universal access to timely and accurate service information and community resources*
- *HH3: Improve the future of Miami-Dade County's children and youth*
- *HH4: Promote independent living through early intervention and support services*
- *HH5: Provide adequate, quality, and affordable housing equitably throughout Miami-Dade County*
- *NU2: Empower the community by increasing communication and coordination with local, state and federal entities*
- *NU4: Enact programs to beautify and improve urban and residential areas.*

### Department-related Strategic Plan Priority Outcomes:

- *Increased access to and quality of child care facilities*
- *Greater number of elders able to live on their own*
- *Increased availability of affordable and special needs housing*
- *Greater portion of elderly persons able to stay in their homes and maintenance of existing housing units in Miami-Dade County*
- *Increased utilization of available health and human services across all neighborhood facilities*
- *Improved community relations in Miami-Dade County*
- *Increased number of County residents with the job skills to achieve economic*

*self-sufficiency*

- *Strengthened bond between the community and Miami-Dade County government.*
- *Neighborhood and rights-of-way aesthetics that foster and enhance the quality of life.*